



October 14th, 2015

Regina Espinosa  
 County of Yolo  
 Woodland, CA 95695

Dear Regina,

The following is the financial summary and key highlights for the month of September 2015 at Wild Wings Golf Club:

September 2015	Actual	Budget	Variance	YTD	Budget	Variance
Total Revenue	\$36,062	\$36,329	\$267	\$115,299	\$123,376	\$8,077
F&B COGS	\$2,185	\$2,824	\$639	\$6,218	\$7,795	\$1,577
Merch. COGS	\$527	\$1,402	\$875	\$3,344	\$4,809	\$1,465
<b>Total Cost of Sales</b>	<b>\$2,712</b>	<b>\$4,226</b>	<b>\$1,514</b>	<b>\$9,562</b>	<b>\$12,604</b>	<b>\$3,042</b>
<b>Gross Margin</b>	<b>\$33,350</b>	<b>\$32,103</b>	<b>\$1,247</b>	<b>\$105,737</b>	<b>\$110,772</b>	<b>\$5,035</b>
Payroll Expense	\$26,315	\$26,056	\$259	\$81,853	\$78,642	\$3,211
Other Expense	\$17,441	\$20,103	\$2,662	\$49,481	\$60,854	\$11,373
<b>NOI</b>	<b>\$10,406</b>	<b>\$14,056</b>	<b>\$3,650</b>	<b>\$25,597</b>	<b>\$28,724</b>	<b>\$3,127</b>
<b>Other Expenses</b>						
Management Fee	\$6,250	\$6,250	\$0	\$18,750	\$18,750	\$0
Interest Expense Debt	\$0	\$0	\$0	\$11,972	\$22,736	\$10,764
Interest Expense Leases	\$0	\$0	\$0	\$0	\$0	\$0
Transfers from County	\$250,839	\$0	\$250,839	\$250,839	\$0	\$250,839
<b>Net Cash From Ops</b>	<b>\$234,183</b>	<b>\$20,306</b>	<b>\$254,489</b>	<b>\$194,520</b>	<b>\$70,210</b>	<b>\$264,730</b>
Rounds	1,917	1,620	297	5,891	5,203	688
Average GF/CF	\$15	\$17	\$2	\$15	\$18	\$3

**Overview:**

September 2015 revenues fell short of budget forecast by \$267, but were \$385 ahead of prior year. Rounds of golf were above projections for September by 297 rounds and were 406 rounds above prior year. Green fee/cart revenue was \$1,978 ahead of budget. Weather during September was hot, with 15 days of temperatures above 90°F, five of which were above 100°F. The NOI for the month was \$5k better than budget projections and \$4k ahead of prior year. Payroll for the month was \$258 over budget and Operating Expenses were \$5,522 better than budget. F&B operation were \$2,489 short of budget, while Golf Shop sales were \$369 better than budget projections.

- Converted Rounds:** 857 of the 1917 rounds recorded for September were 18 hole rounds. Converting those rounds to 9 hole rounds resulted in a total of 2,757 rounds for September. Total converted rounds for the fiscal year to date are 8,810 rounds.

**Key Operational Highlights:****Course & Grounds:**

The following tasks were completed during the month of September

- Reseeded and sanded divots on tees.
- Fertilized all putting greens.
- Fertilized fairways
- Applied Calcium Sulfate to Greens
- Fixed broken pipes on holes #4, #6 & #8.
- Repaired leaking fairway sprinklers on holes #1, #4, #5 & #7.
- Trapped gophers.
- Removed all vegetation from landscaped areas in parking lot in preparation for new landscaping.
- Repaired greens aerator.
- Repaired rollers on fairway mower cutting units.
- Power washed cart barn and restaurant.

**Personnel**

- There were no personnel changes during the month of September.

**General**

- Payroll was \$258 over projections due mainly to some overtime in golf course maintenance.
- Operating Expenses were \$5,522 under budget.
- Food & Beverage missed revenue budget by \$2,489 due to closure of The Nest restaurant. However, we saved \$159 in F&B payroll and other expenses, as well as \$639 in F&B COGS. We continue to offer Food & Beverage service from the Golf Shop, serving hot dogs, snacks and drinks. The Nest Restaurant continues to be utilized for tournament banquets and other catered events.
- There was one Men's Club, NCGA qualifying tournament during the month, and one outside events.
- Merchandise COGS were low due to a balance correction from last month.

**Key Actions to Drive Performance:**

- Maintained reduced green fees across the board to generate increase in play, which seems to be working (note total rounds up significantly).

**Key property action steps by management to drive performance:**

- Running e-mail promotions to promote weekday tee times
- Weekly Sales calls to groups for booking events.



- Use of online coupons on Wild Wings website for weekly specials
- Continue to work on booking banquet events and parties for the Nest.

**KemperSports - National and Regional Support Activities**

- Monthly sales call was conducted along with Steve Argo, Ross Liggett and Randy Thomas to review sales pace, revenue generating ideas and best practices.
- New Social Media emphasis through Instagram, Twitter and Facebook continue, and are showing results along with our reduced rates, helping to increase rounds and exposure to new golfers.
- Utilizing Best Practices and KemperSports “Center of Excellence” library for additional ideas on promoting play and increasing revenues.

**Weather for the month:**

- Weather was hot and dry throughout the month, with one day of light rain and winds were light throughout the month. Temperatures ranged from low of 48°F to a high of 104°F.

Course	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
September 2015	81.0	9.4	9.6	8.9	10.0	9.5	63
September 2014	81.5	9.1	9.7	8.3	8.3	9.4	54

Please call me if you have any questions.

Sincerely,

Steve Argo  
Regional Vice President of Operations  
KemperSports  
Cc: Jim Stegall